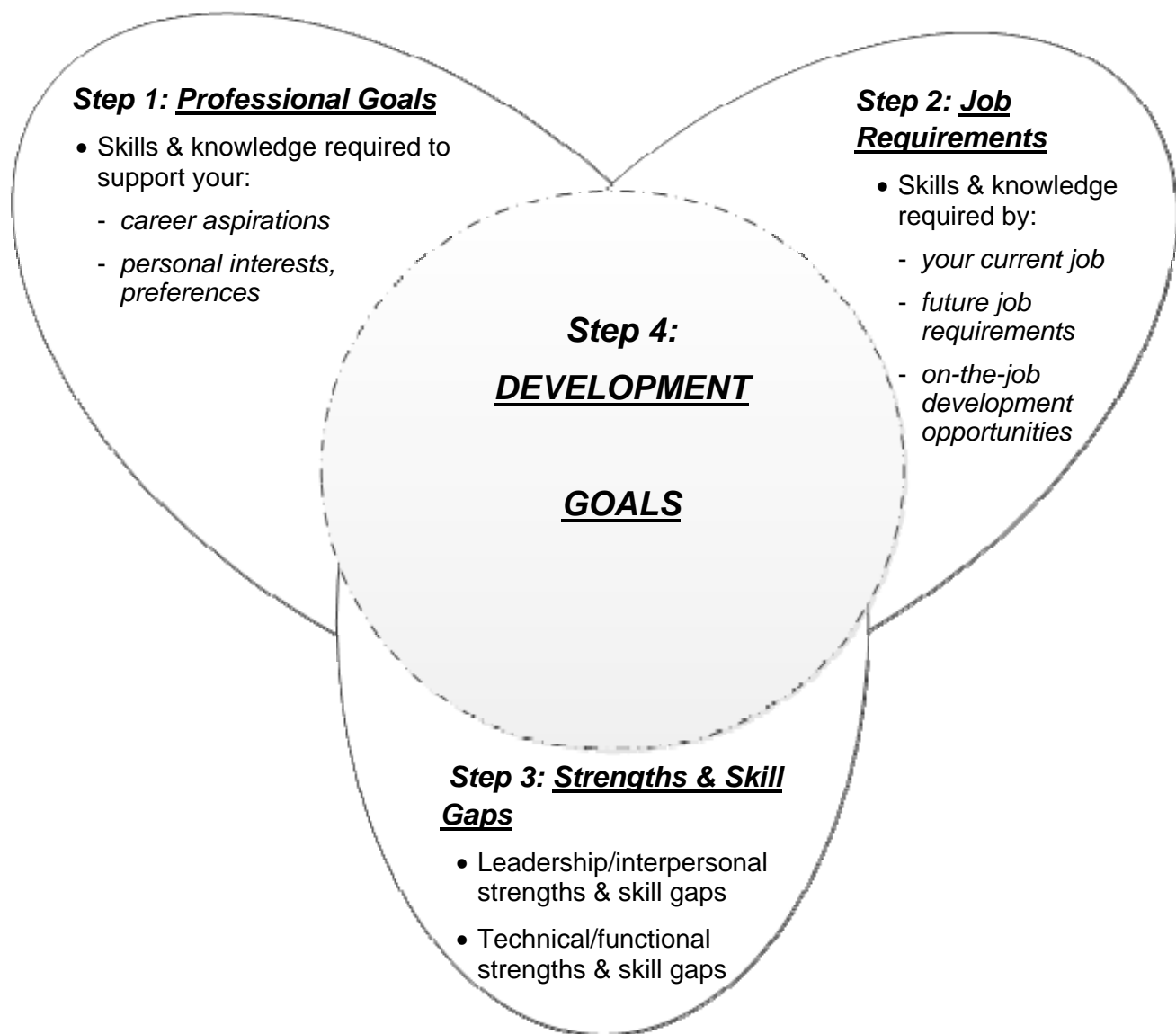


Individual Development Planning Worksheet

This worksheet will help you determine your individual Development Goals by considering three things:

- 1) your Professional Goals
- 2) your Job Requirements
- 3) your Strengths & Skill Gaps

These three areas are defined in the diagram below. The goal is to identify the *vital few* Development Goals that will support all three areas, and provide you the greatest return on your investment of time, energy and resources. See the diagram example on pg. 6 for guidance.



DRAFT_v7

As you complete this worksheet you may want to talk over the questions with your manager, a trusted colleague, coach or mentor.

My current job: _____

Step 1: Professional Goals

a) What do you like most about your current job? Like the least?

Most: _____

Least: _____

b) How much of your current job includes the duties/tasks you like to do the most?

c) What kinds of work do you want to be doing in two years, either in your current job or a different one? In five years? In ten years?

Two years: _____

Five years: _____

Ten years: _____

d) List the skills and knowledge* you need to develop so you can fully achieve your Professional Goals:

If you are not sure about the answer to the question above, consider how you might find out which skills and knowledge you will need to develop. You may want to do some research, talk with your boss, someone in HR, or with someone who is already doing the work related to your Professional Goals.

*See list of common skills and knowledge beginning on pg. 10

Step 2: Job Requirements

a) List the key skills and knowledge required in your current job:

b) What skills and knowledge* do you believe will be required to be successful in your profession in two, five or ten years from now? What will be different?

Two years:

Five years:

Ten years:

If you are not sure about the answer to the question above, consider how you might find out which skills and knowledge will be required in the future. You may want to do some research, or talk with your boss or perhaps someone in HR.

c) List any on-the-job development opportunities in your workplace that you are interested in. For example: team projects, new work assignment, making presentations, committees, special duty or detail assignments, etc. List the skills and knowledge* you need to participate in these development opportunities:

d) From your answers to the questions above, which skills and knowledge* are most important for you to develop to be successful in your job, now and into the future? List only the most important ones:

*See list of common skills and knowledge beginning on pg. 10

Step 3: Strengths & Skill Gaps

- a) List your personal Strengths (your top skills/knowledge*) that you can use to achieve your Professional Goals and meet your Job Requirements:

- b) List one or two skill/knowledge* Gaps you need to address to achieve your Professional Goals and meet your Job Requirements:

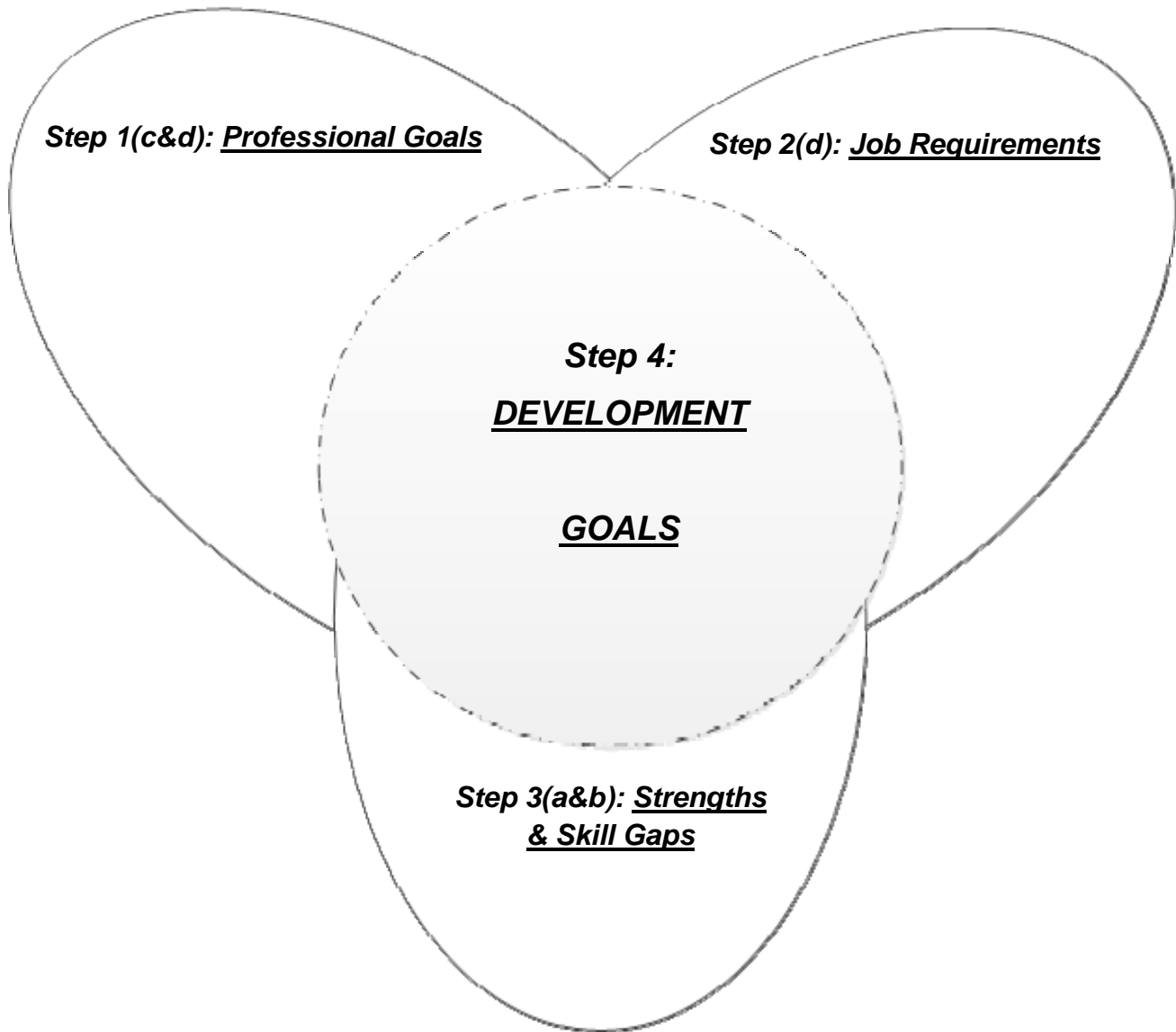
Step 4: Development Goals

Considering 1) your Professional Goals; 2) your Job Requirements; and 3) your Strengths & Skill Gaps; list your most important Development Goals (see the example on pg. 6 for guidance).

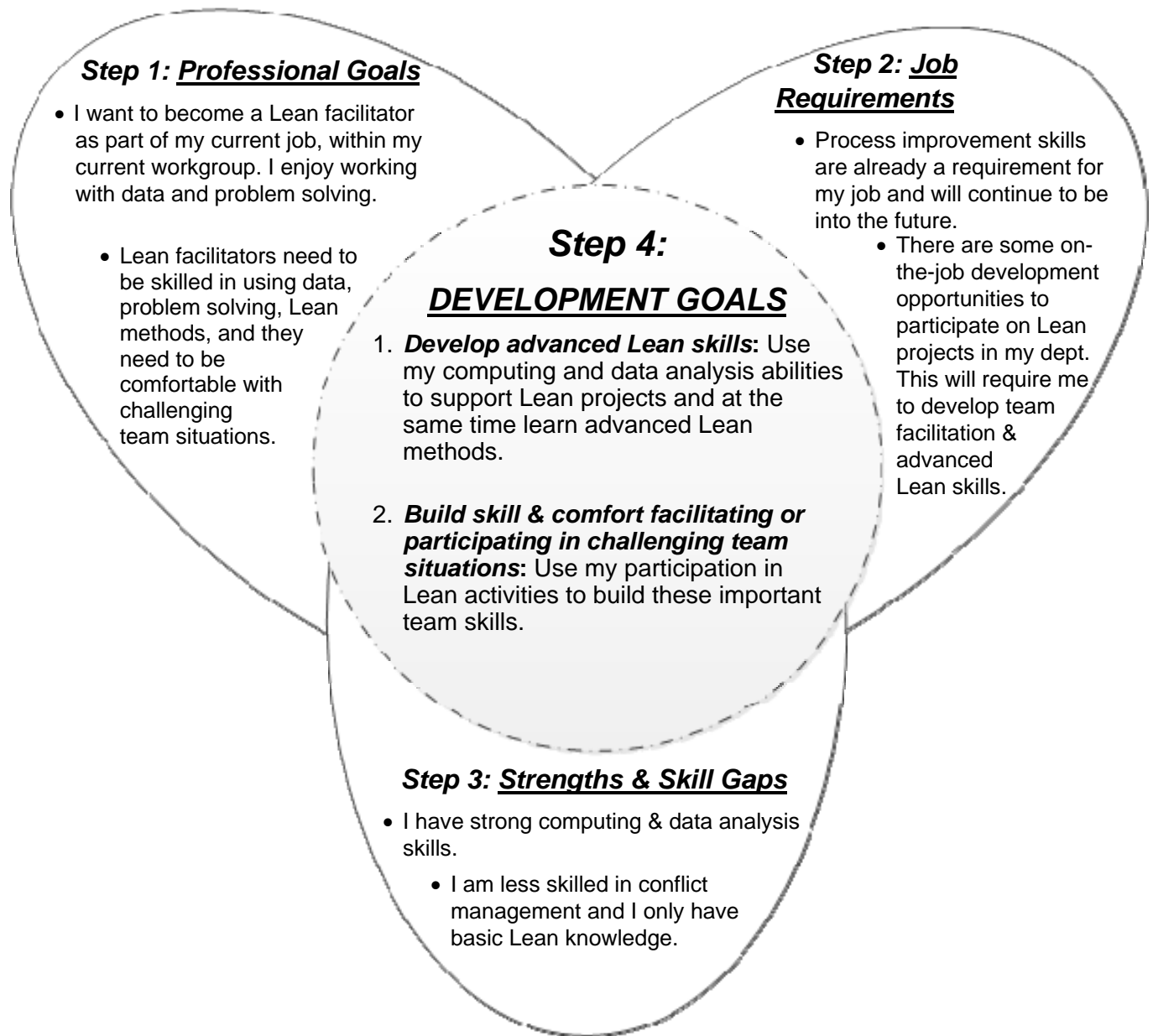
*See list of common skills and knowledge beginning on pg. 10

Putting it all together: Your Development Goals

You may want to record your responses to the questions in **bold** from the previous pages, adding them to the diagram below. See the example on pg. 6 for guidance.



Individual Development Goals – example



70/20/10 development model

Now that you have defined your Development Goals, your next step is to create a meaningful Development Plan. It's important to know that development occurs largely through one's daily experience on-the-job (70%); through coaching, mentoring and learning from others (20%); and to a smaller extent through formal education and training (10%). As you build your Plan, consider all three options for learning, not just formal education and training.

Examples of development activities

Experience based, 70%

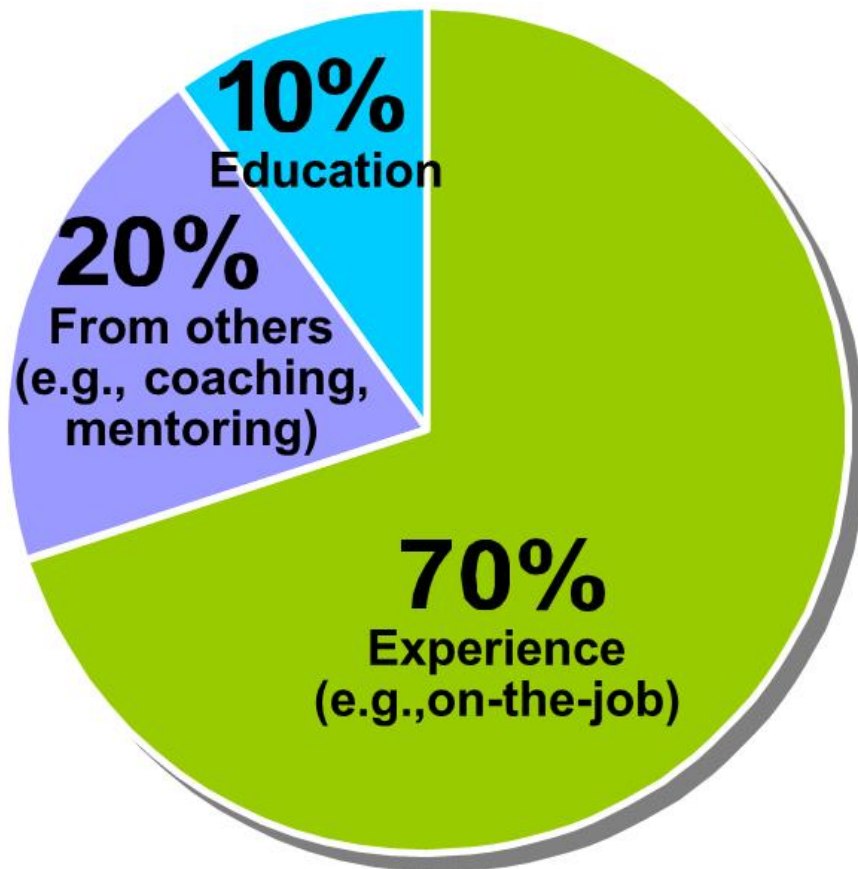
- *New or expanded duties
- *Presenting to Sr. management
- *Participating on a project team
- *Leading or supporting change initiatives
- *Special committee or taskforce work
- *Special duty or detail assignments
- *Acting assignments

Learning from others, 20%

- *Coaching
- *Mentoring
- *Guidance from boss
- *Peer to peer learning
- *Blogs
- *Communities of practice
- *Networking

Formal education/training, 10%

- *In-class training
- *Online training
- *University courses
- *Reading
- *Conferences



Individual Development Plan -70/20/10 model

Draft your Development Plan using the 70/20/10 development model. You may want to review the example on pg. 9 for guidance.

Your Development Goals	Experience/On-the-Job Options (70%)	Learning from Others Options (20%)	Educational Options (10%)	Target Dates

Individual Development Plan - 70/20/10 model example

Your Development Goals	Experience/On-the-Job Options (70%)	Learning from Others Options (20%)	Educational Options (10%)	Target Dates
<p>1. <i>Develop advanced Lean skills</i></p> <p>2. <i>Build skill and comfort facilitating or participating in challenging team situations</i></p>	<p>1. Participate in Lean activities as a computer specialist & data analyst</p> <p>2. Volunteer to facilitate Lean team activities</p>	<p>1. Seek ongoing coaching and feedback from our dept's Lean consultant, when possible</p> <p>1&2. Engage my manager on a regular basis for coaching & support to become more effective in both goal areas</p> <p>2. Ask a designated fellow team member to provide me with candid feedback after each facilitation</p>	<p>1A. Read The Toyota Way, by Jeffrey Liker</p> <p>1b. Participate in Lean Book Club (via HRD)</p> <p>2a. Read Getting to Yes, by Roger Fischer</p> <p>2b. Participate in online Facilitating Conflict, Skillsoft course (via HRD)</p>	<p>1. 2/1/14</p> <p>2. 4/1/14</p>

List of common job skills and knowledge

Below is a list of some of the common job-related skills and knowledge that Metro Transit employees engage in. Of course, this is not a complete list, though hopefully it is comprehensive enough to support the development planning process.

Administrative & organizational skills

- Creating documents
- Managing correspondence
- Prioritizing workloads
- Time management
- Project management/coordination
- Filing, updating records
- Managing office procedures
- Processing orders
- Paying close attention to details

Communications

- Active listening
- Providing candid feedback
- Receiving candid feedback
- Advocating a clear point of view
- Requesting support, resources
- Public speaking
- Reading
- Writing clearly
- Editing

Computing

- General desktop computing (e.g., MS Office, Outlook, etc)
- Programming, coding
- Maintaining computer hardware
- Providing help desk support
- Creating webpages

Creativity & innovation

- Creating innovative customer products, services, “out of the box” solutions
- Visioning, testing experiments
- Graphic design

Customer service

- Providing needed products, services, information to customers
- Responding effectively to customer complaints, concerns
- Managing irate customers
- Explaining policies and procedures

Finance & accounting

- Bookkeeping
- Accounting
- Managing payroll
- Managing budgets
- Projecting costs
- Investing
- Creating, reading financial reports
- Cost-benefit analysis

General leadership

- Defining strategic goals
- Deploying strategic goals, linking to operational goals & objectives
- Prioritizing
- Decision making
- Allocating resources
- Approving proposals, budgets, plans
- Establishing standards, metrics for performance
- Demonstrating initiative & courage
- Building alignment
- Challenging the status quo
- Influencing others
- Leading change

Personal & interpersonal

- Managing personal stress
- Conflict management
- Negotiating
- Acknowledging others’ perspective
- Working effectively with diverse colleagues
- Acknowledging and managing one’s own biases
- Motivating others
- Self-control, composure
- Expressing feelings & concerns appropriately
- Engaging effectively in team settings
- Maintaining self-esteem, resilience
- Demonstrating honesty, integrity
- Influencing other people
- Self-development

People leadership

- Building effective teams
- Engaging staff
- Developing staff
- Motivating others
- Scheduling staff
- Hiring staff
- Managing conflict
- Managing performance
- Managing a diverse workforce
- Delegating
- Clarifying expectations
- Directing others
- 2-way communication
- Teaching, coaching, mentoring
- Facilitating meetings

Planning

- Transit service planning
- Transit scheduling
- Operational and business planning
- Event planning
- Workforce planning

Problem solving

- Developing effective problem statements
- Analyzing relevant data
- Conducting root cause analysis
- Assessing possible solutions
- Deciding upon best solutions
- Implementing best solutions
- Monitoring results, adjusting as needed

Process management & improvement

- Determining customer/stakeholder requirements
- Mapping processes
- Identifying opportunities for improvement
- Facilitating continuous improvement
- Monitoring improvements over time
- Applying Lean methodology

Research & analysis

- Analyzing data, facts
- Researching key issues
- Synthesizing data
- Conducting interviews
- Applying statistics

Sales & marketing

- Client/customer relations
- Demonstrating products/services
- Developing advertisements, promotions
- Conducting market research
- Developing sales forecasts

Technical & operational skills/knowledge

- Operating buses, trollies, light rail vehicles
- Repairing & maintaining vehicles
- Maintaining buildings
- Carpentry, plumbing, electrical and building repair
- Landscaping
- Engineering
- Managing inventory
- Operating machinery
- Quality control
- Construction management
- Facilities planning
- Ordering materials, supplies
- Handling cash
- Applying mathematical formulas
- Grant writing